

Facilities Management from A to Z

Based on The FM Lexicon by Martin Pickard
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Objectives

Objectives set out what an organisation, department or individual is trying to achieve and can be used to focus the attention of a group of people towards one goal or as part of the performance management process for an individual. It is important for facility managers to get the process of setting objectives right, as poorly worded objectives can guide an individual, a team or an entire organisation in the wrong direction.

To help in this process many managers use the acronym SMART meaning Specific, Measurable, Achievable, Realistic and Time-bound. The first use of this acronym is credited to management guru Peter Drucker writing in 1954 about his theory of Management by Objectives in which individual objectives are all aligned behind a single company goal to create a more result oriented organisation.

SMART Objectives should be specific and describe the result that is desired in a way that is detailed, focused and well defined. A specific objective describes a clear result using action verbs and avoiding language that could be ambiguous. For example: *To redesign call-handling processes in the facilities service centre in order to increase caller satisfaction with the service received.*

Measurement shows whether the desired result has been achieved and should be objective rather than subjective. Results generated by an automatic system or standard measurement process are less open to interpretation and dispute. For example: *To redesign call-handling processes in the facilities service centre in order to increase caller satisfaction with the service received by 50% more than last year.*

Making sure that Objectives are achievable helps people to buy in to delivering them. If the team know that it can be done because others have done it before or because funding has been made available they can be engaged. For example: *To redesign call-handling processes in the facilities service centre using published best practice in order to increase caller satisfaction with the service received by 50% more than last year.*

Realistic Objectives are seen as stretching but possible. If dramatic game-changing improvements that need radical innovation are involved then other processes come into play. SMART Objectives should not be audacious but reasonable. For example: *To redesign call-handling processes in the facilities service centre using published best practice in order to increase caller satisfaction with the service received by 10% more than last year.*

Time-bound Objectives create urgency and focus the minds of the team on the delivery of the desired outcome. The time target needs to be both realistic and achievable too. For example: *To redesign call-handling processes in the facilities service centre using published best practice in order to increase caller satisfaction with the service received by 10% more than last year by Q3 this year.*

'The practice of management' by Peter Drucker was published by Heinemann in 1955 ISBN-10: 0750685042